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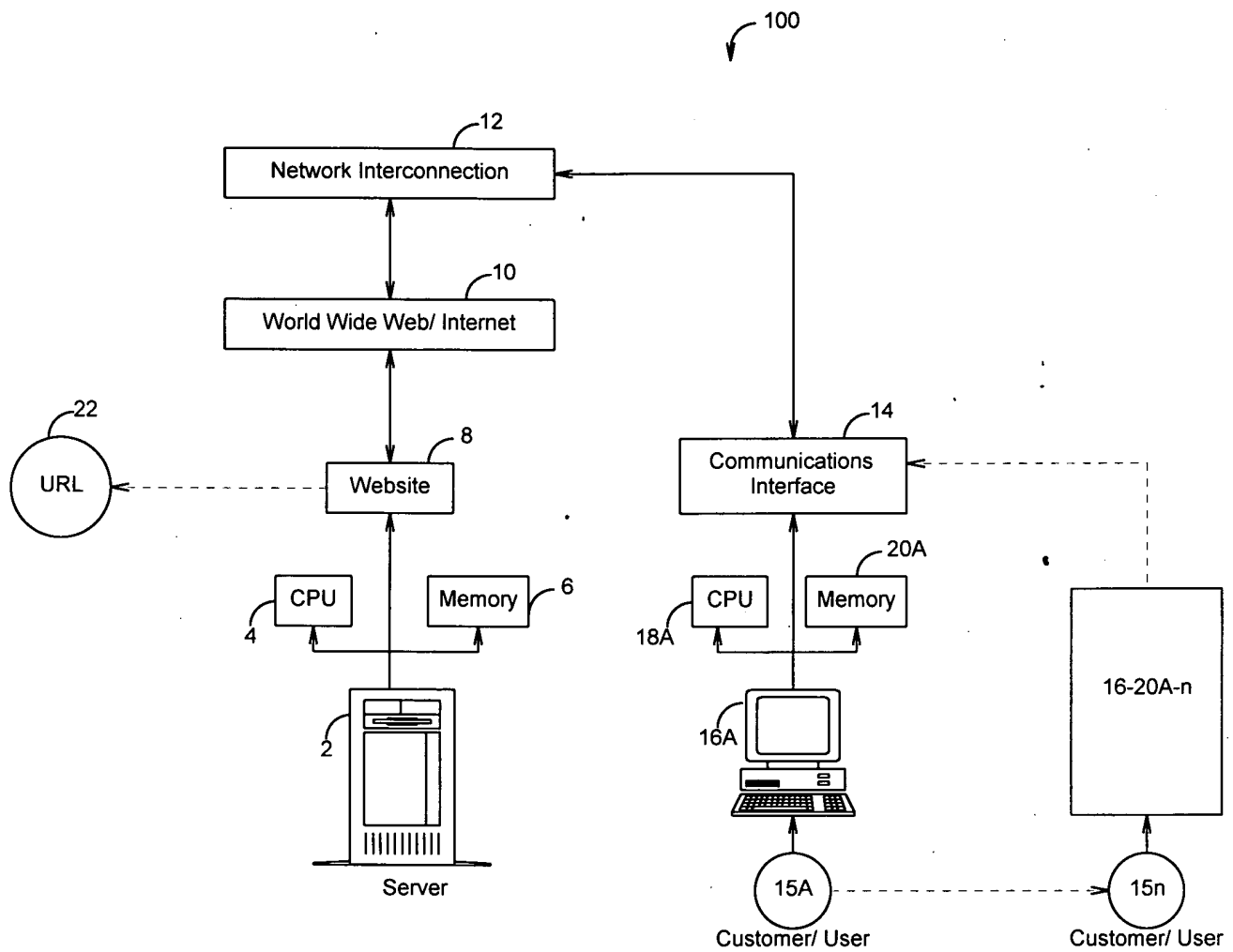
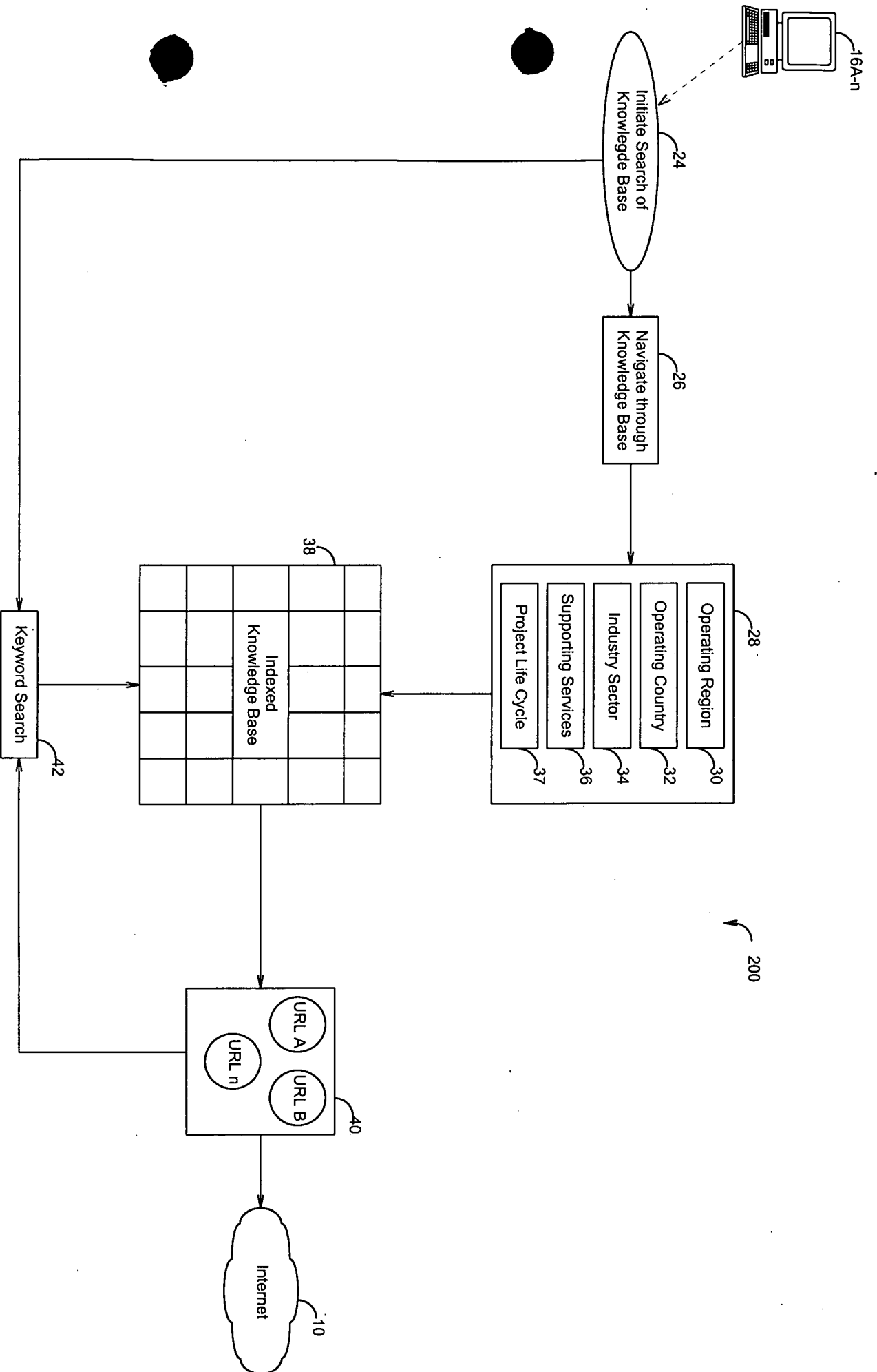
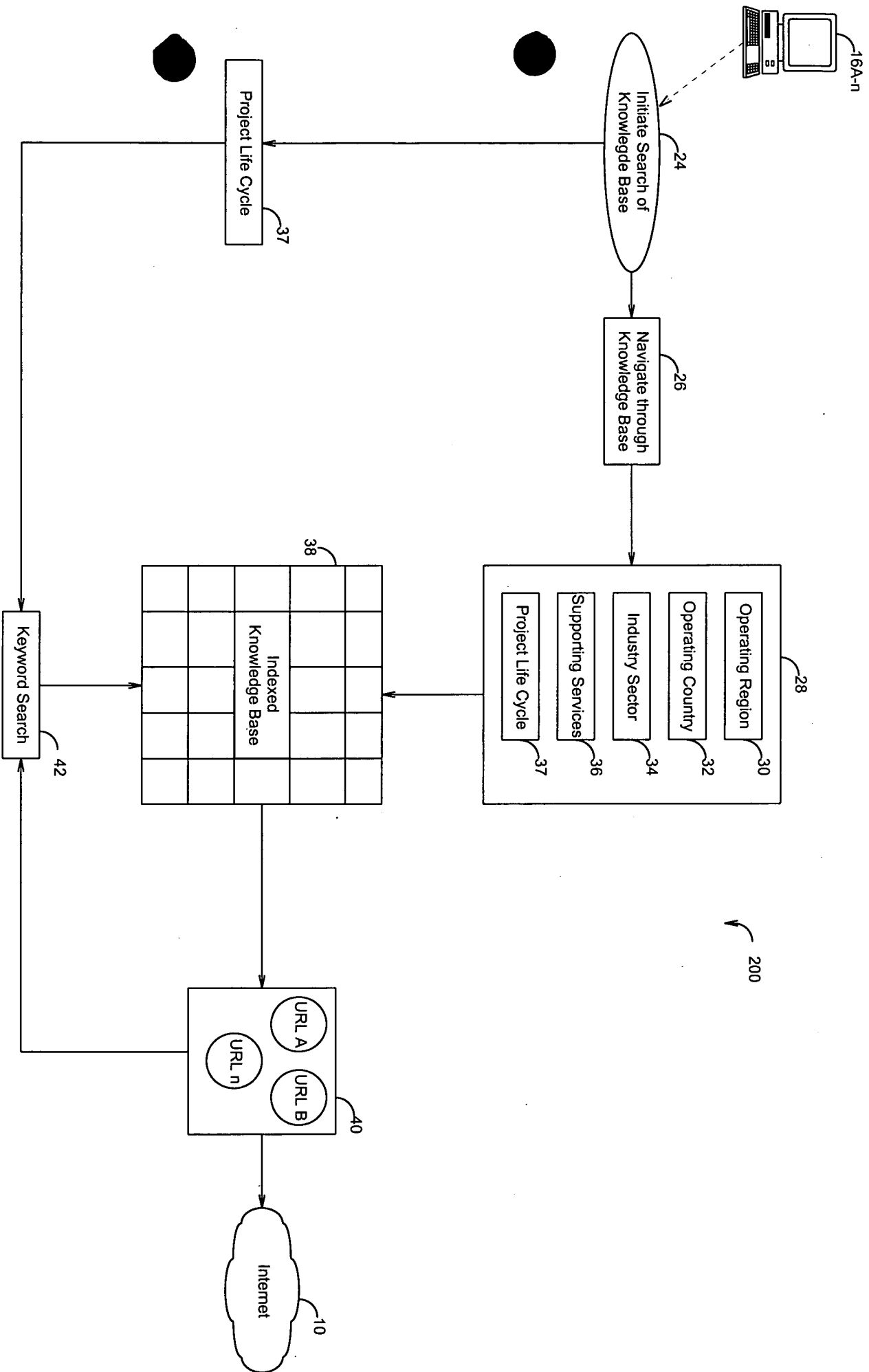


Fig. 1





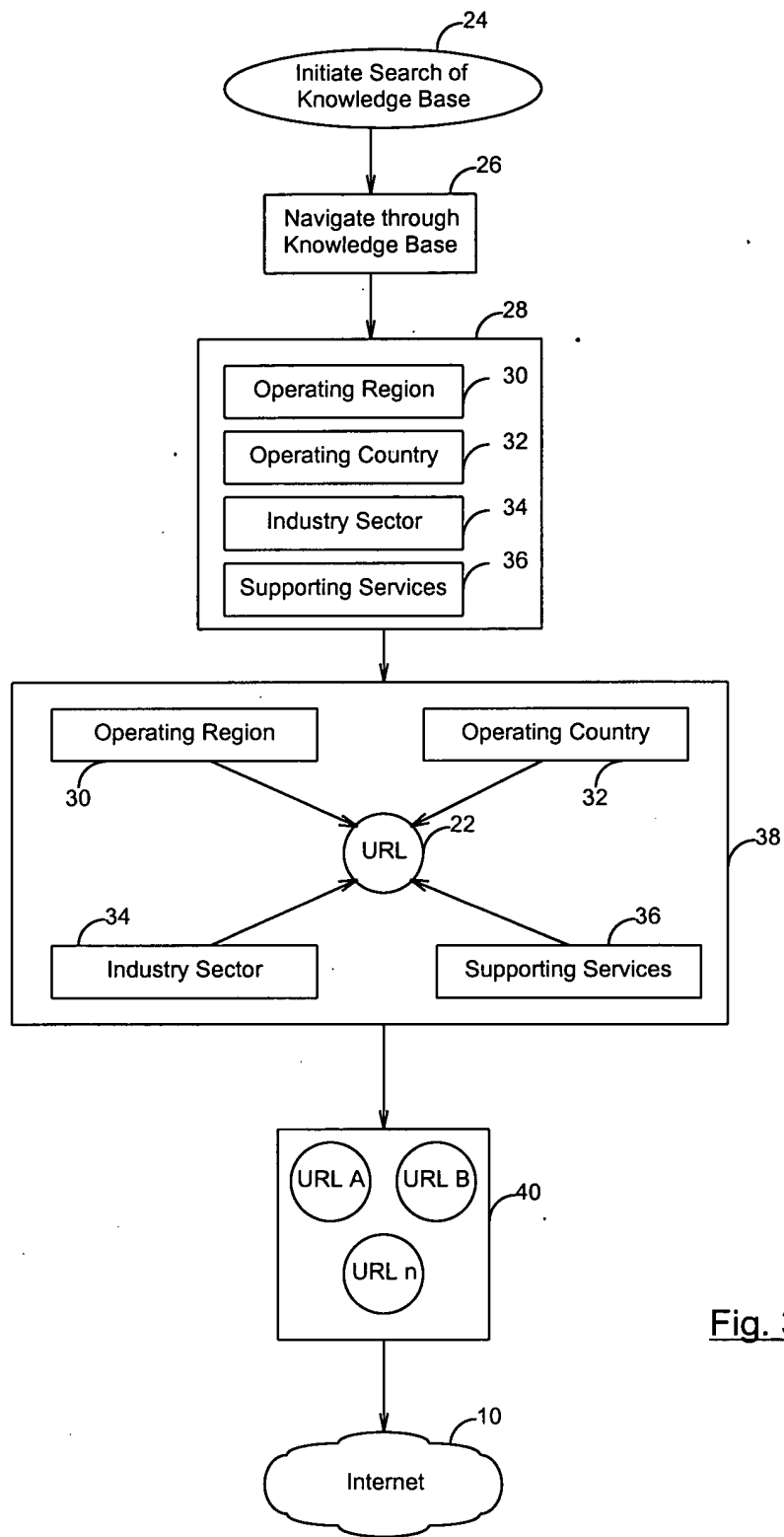


Fig. 3

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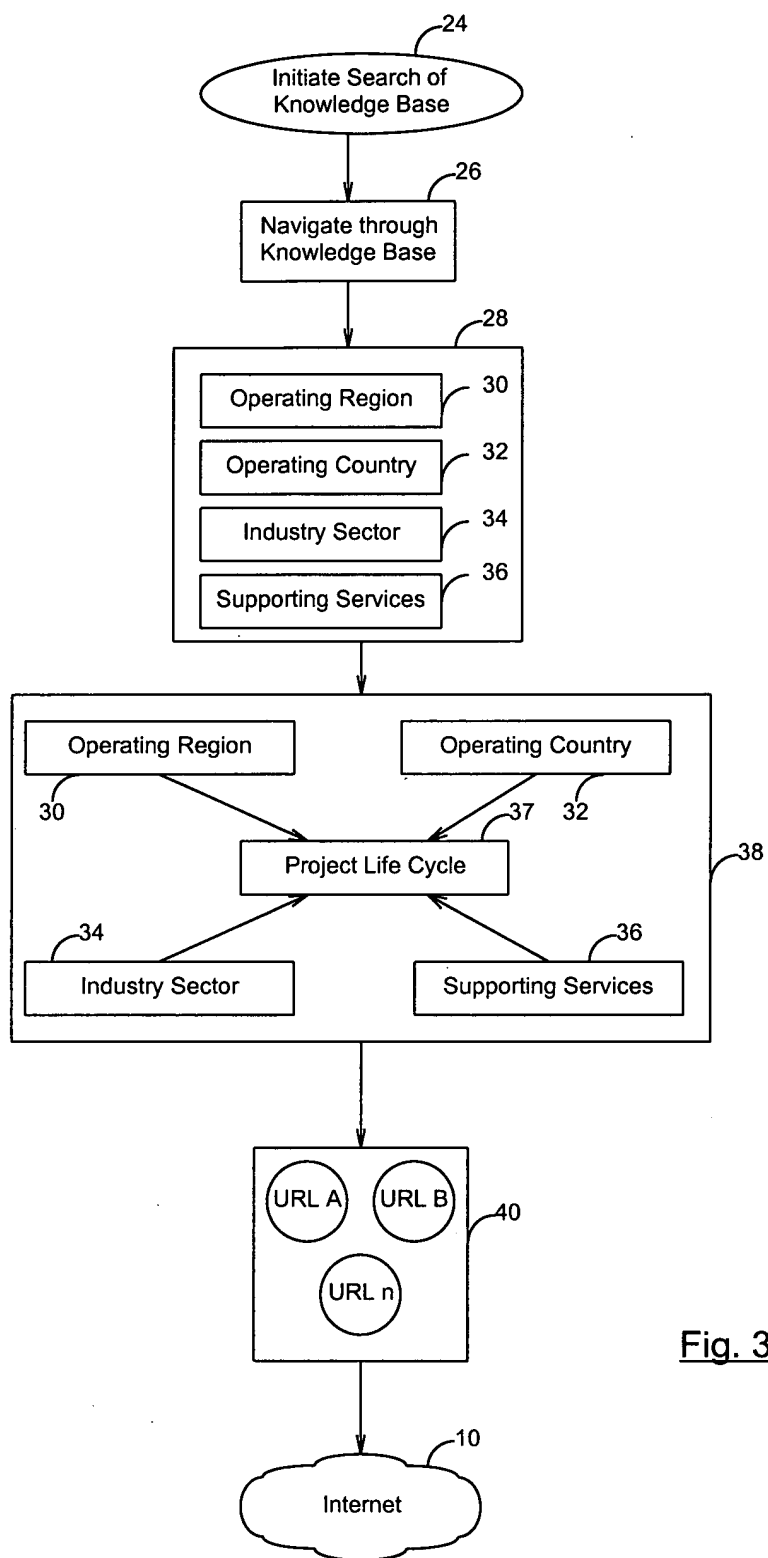


Fig. 3A

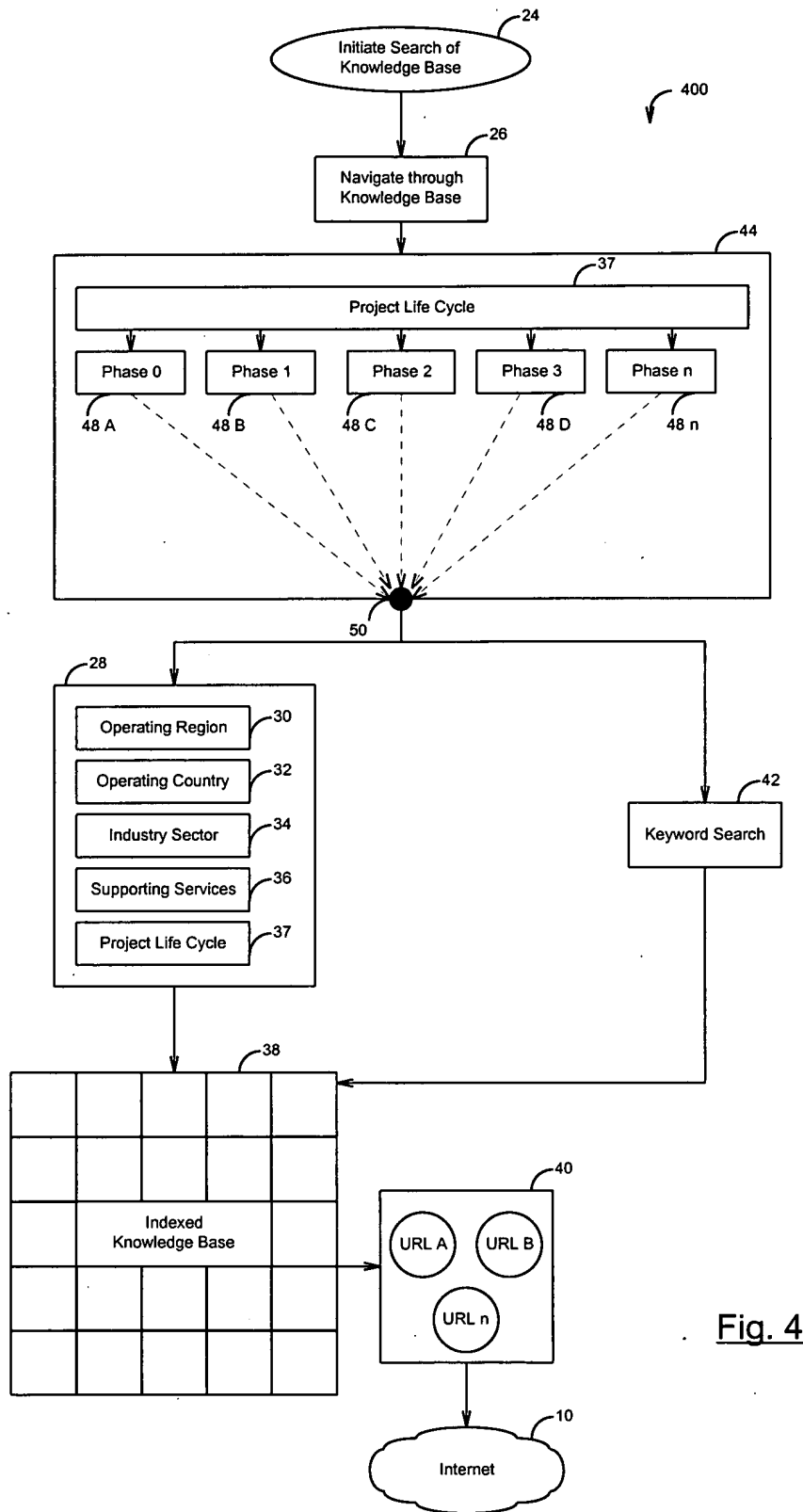


Fig. 4

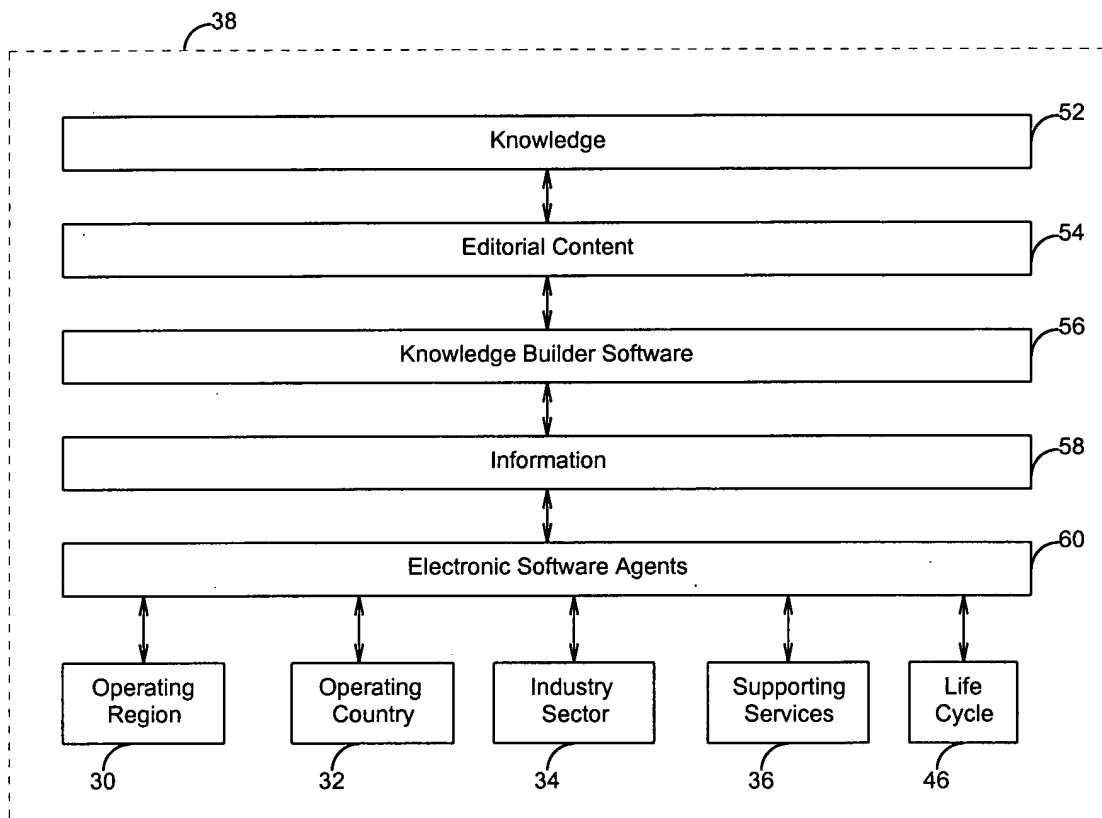


Fig. 5

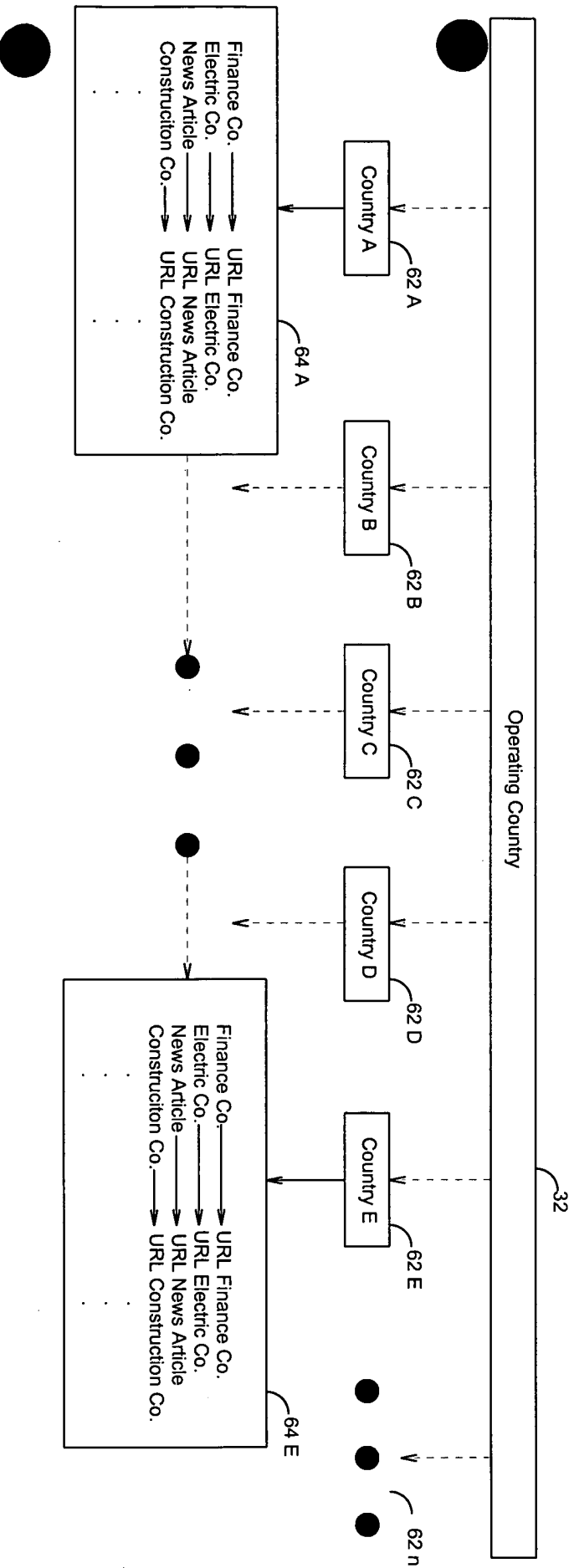


Fig. 6



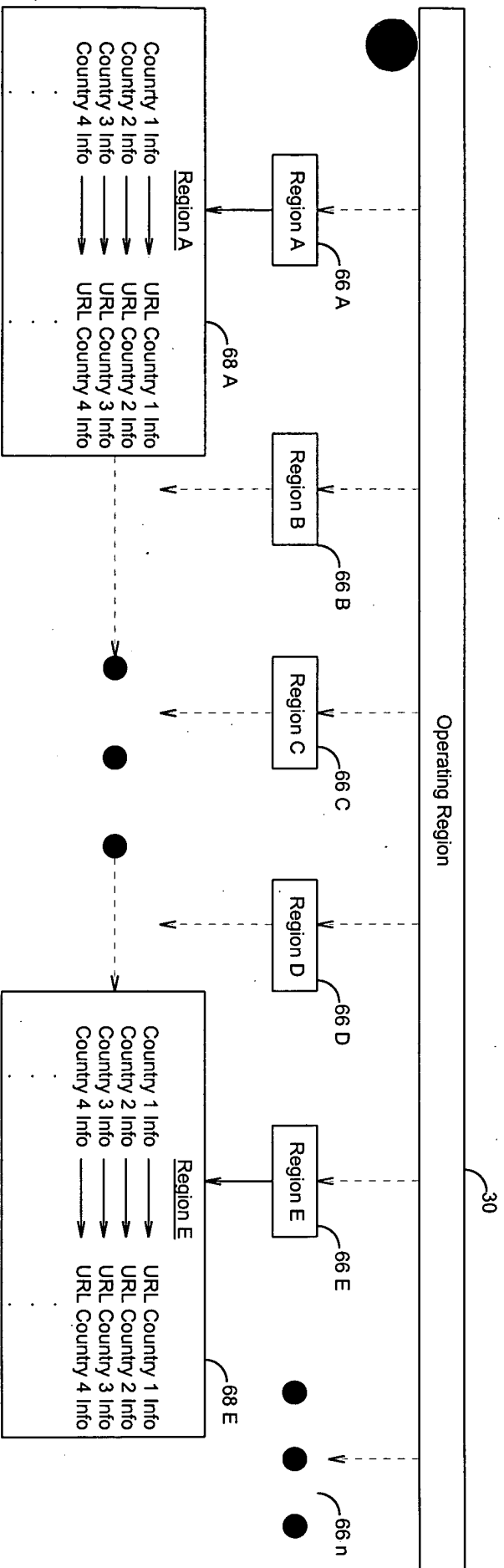
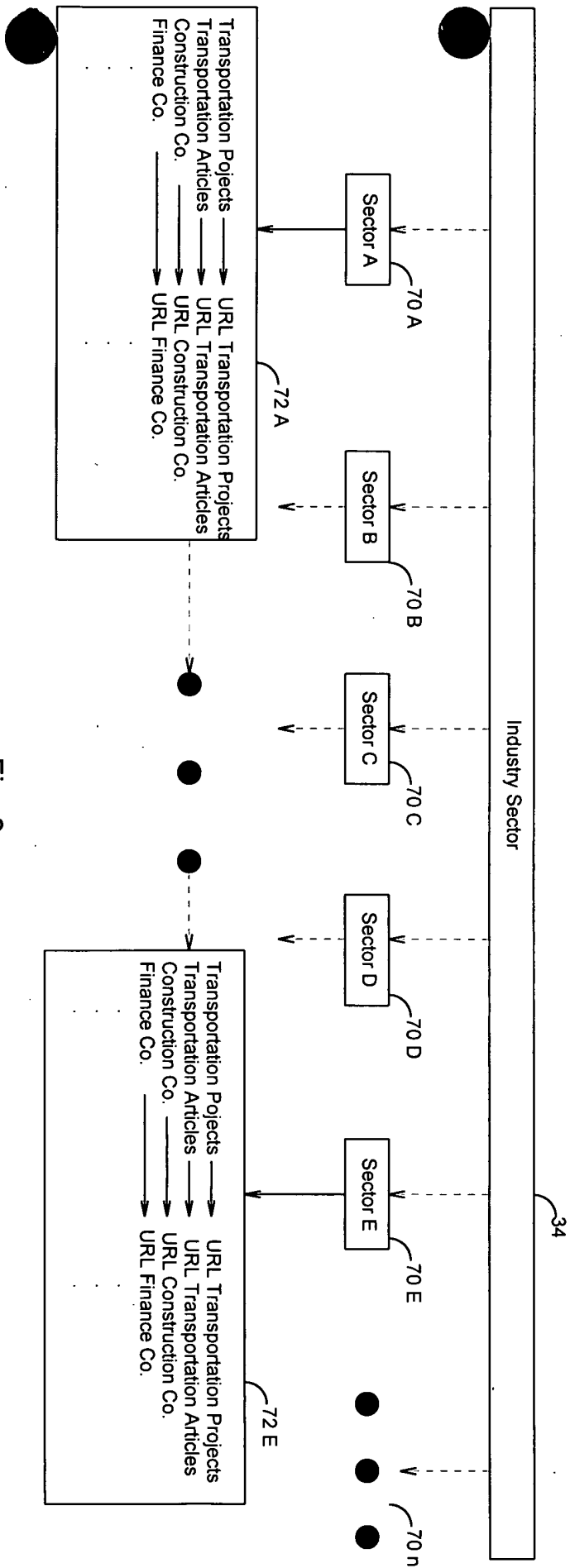


Fig. 7



**Fig. 8**

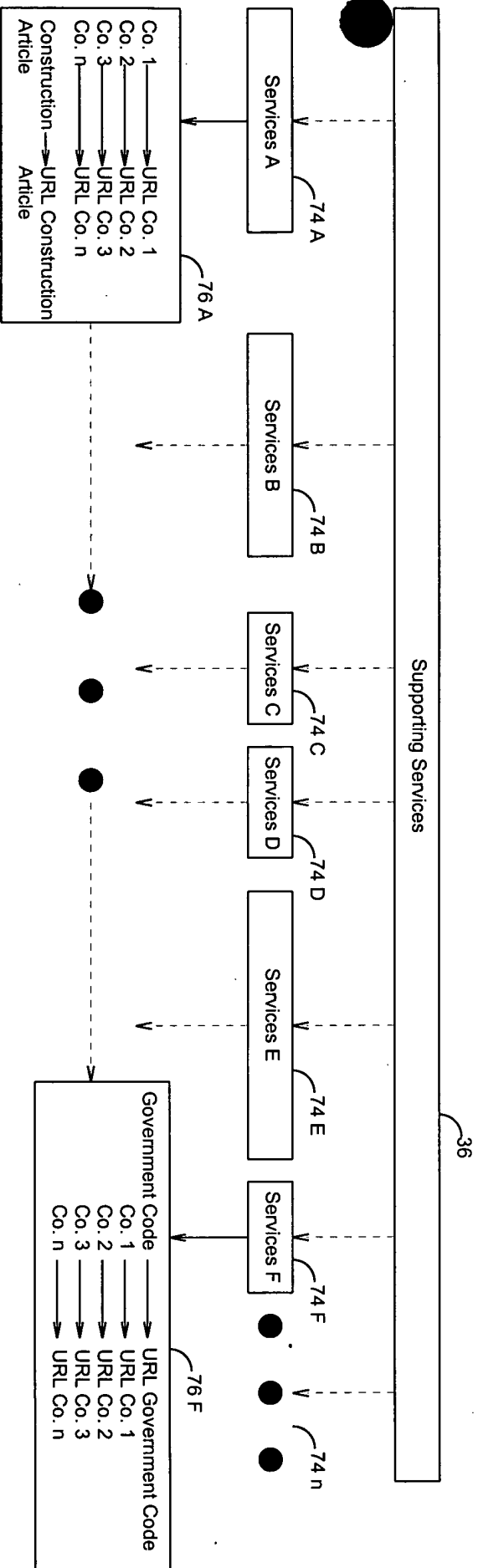


Fig. 9

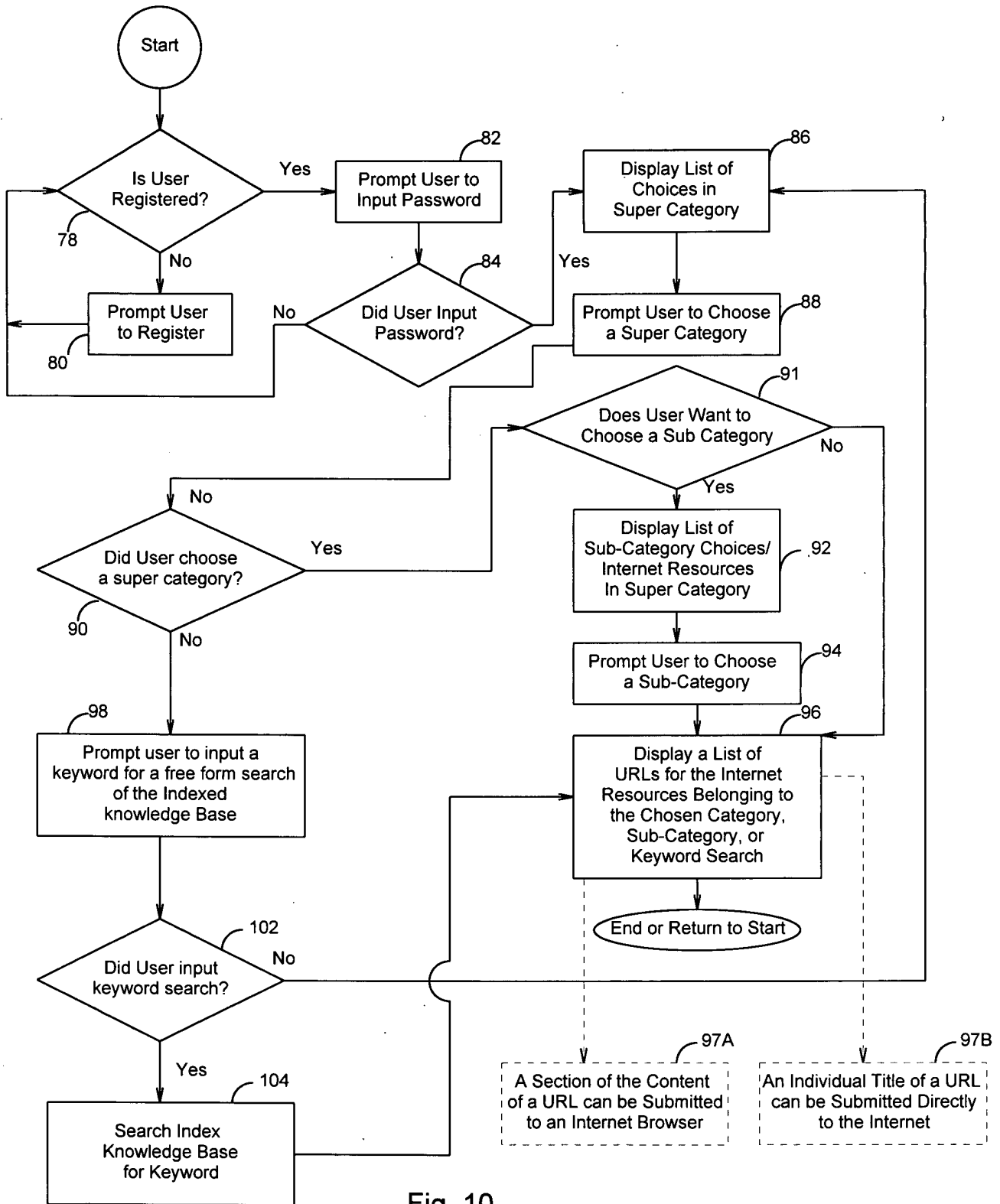


Fig. 10

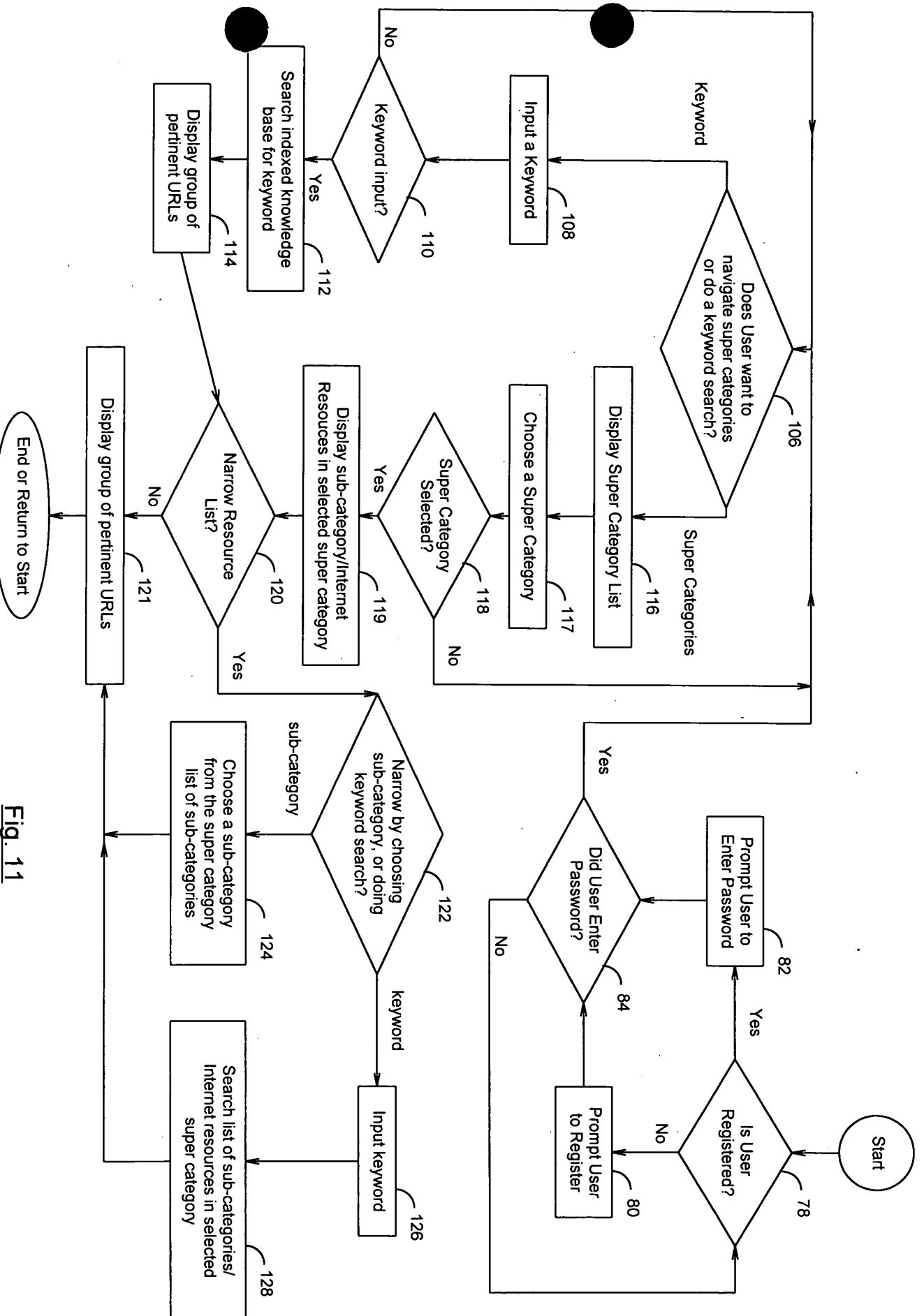


Fig. 11

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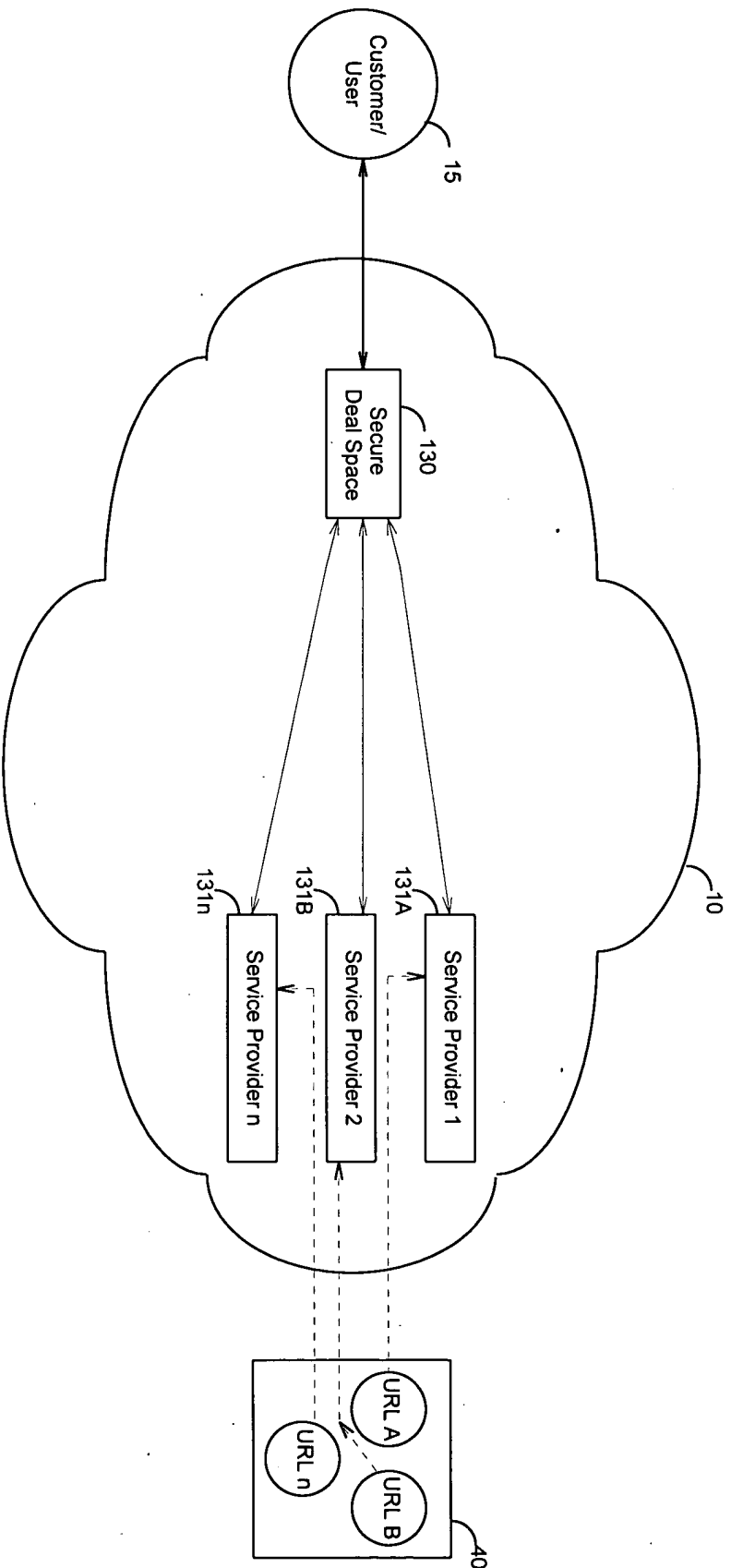


Fig. 12

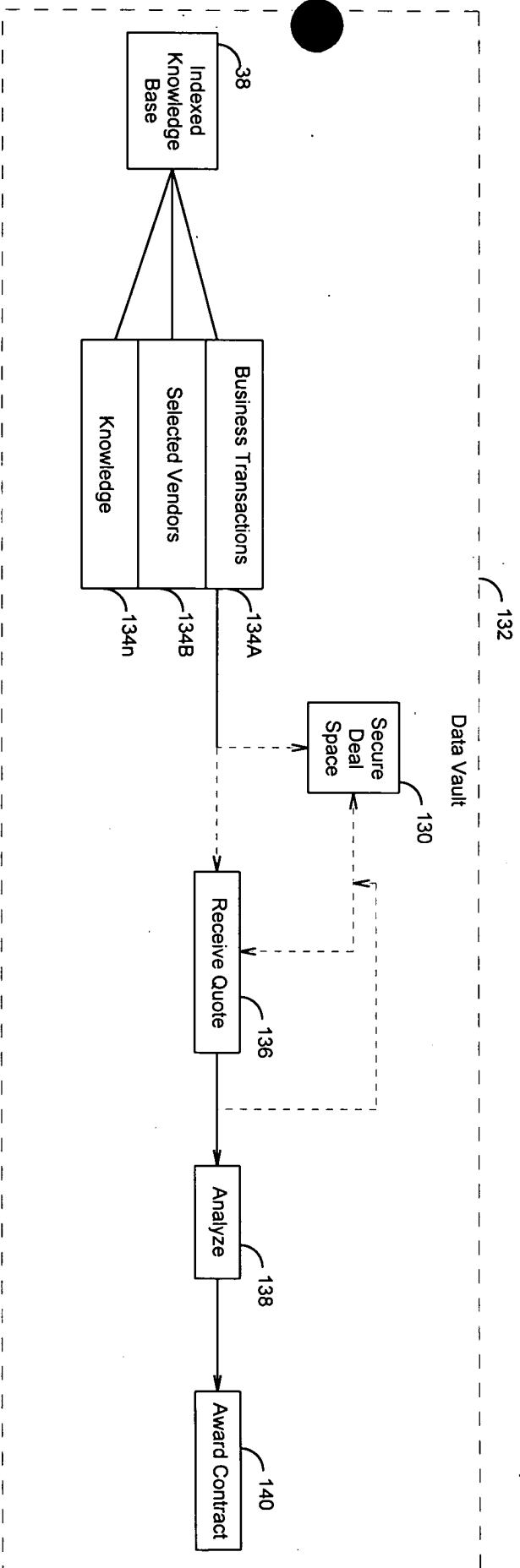


Fig. 13

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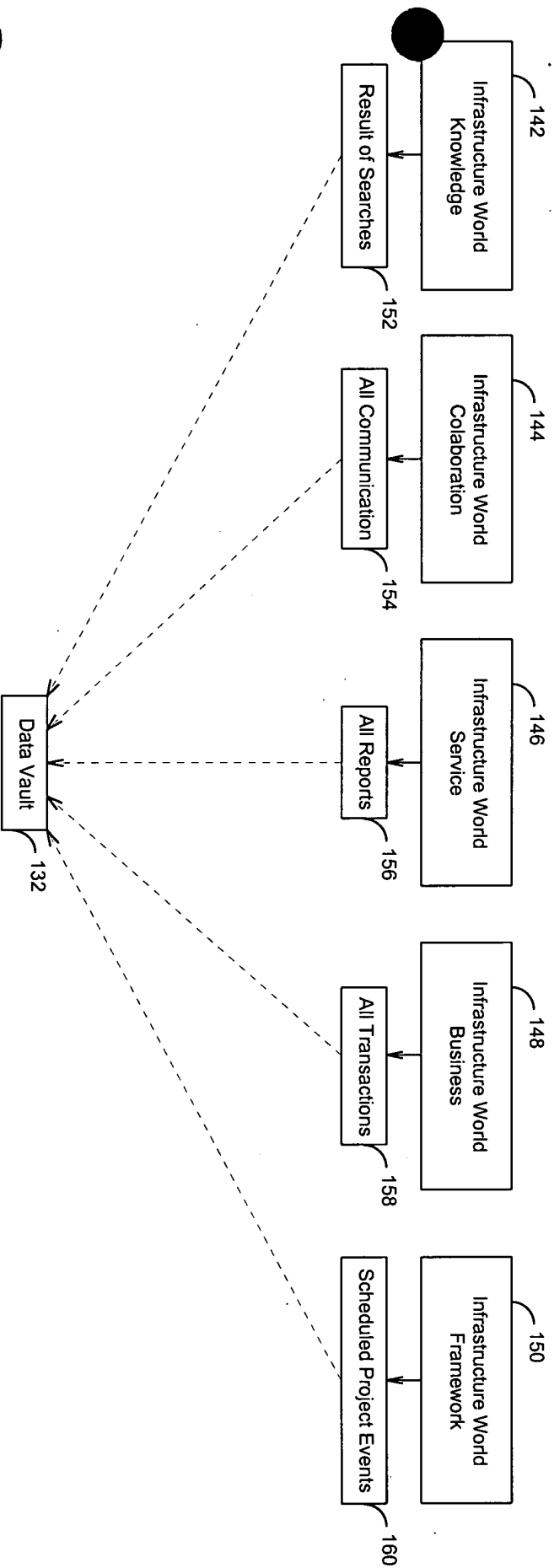


Fig. 14



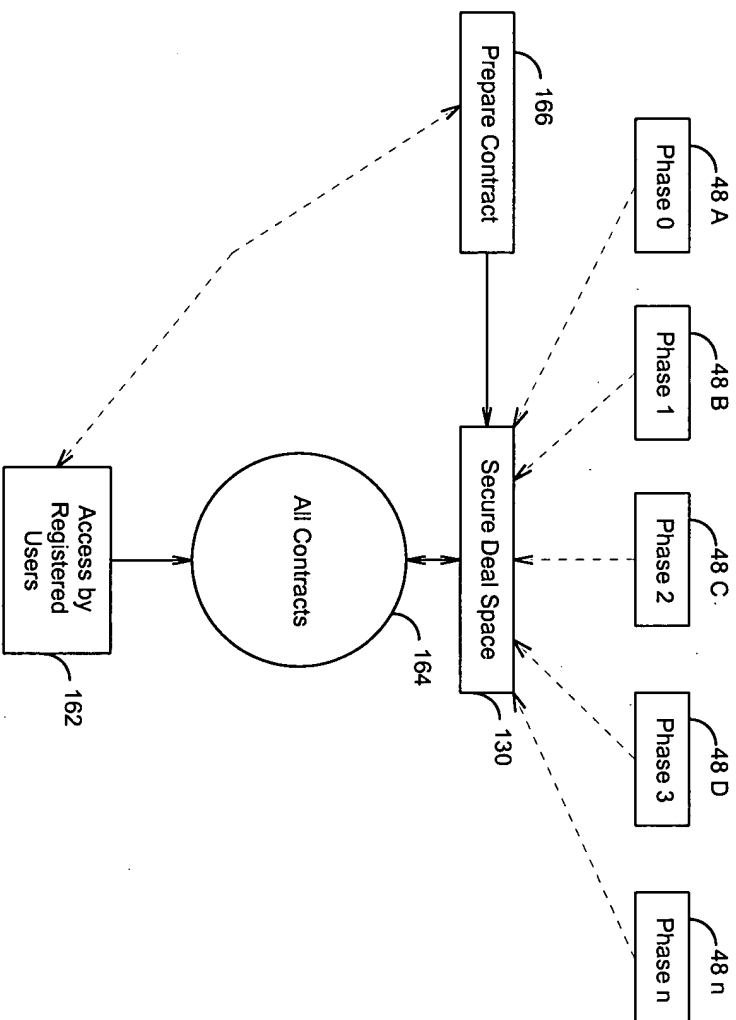


Fig. 15

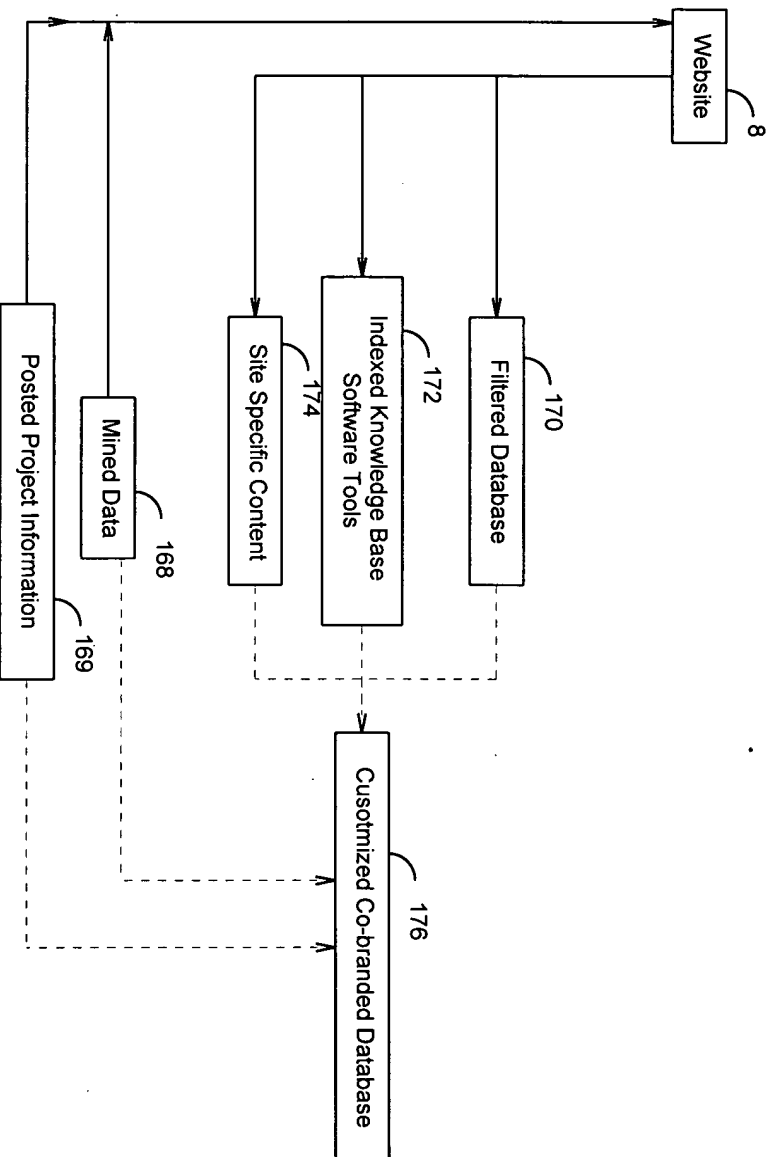


Fig. 16

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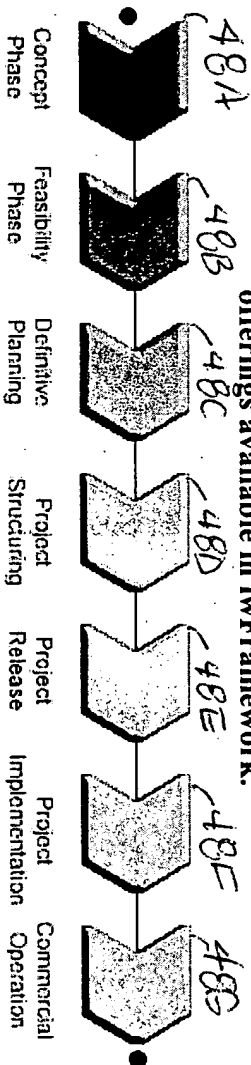


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**Greenfield Project Lifecycle Process Guide and Management Tools Dashboard**

Welcome to iwFramework, the integrated resource center that provides process flow guides, "best practice" handbooks, digital data vault and complete project lifecycle management tools for infrastructure. Click one of the arrows below to select from the integrated product offerings available in iwFramework.



**Task Assignment Checklist**

- Project Structuring
- Finance
- Insurance
- Procurement

**Project Milestones**

- Execute PFA - 10/31/00
- Permit / Approvals - 3/31/01
- Financial Closing - 5/30/01
- Notice to Proceed - 5/05/01

**Activities Under Way**

**Last Updated**

09/03/02 09:12:00

Fig. 18A



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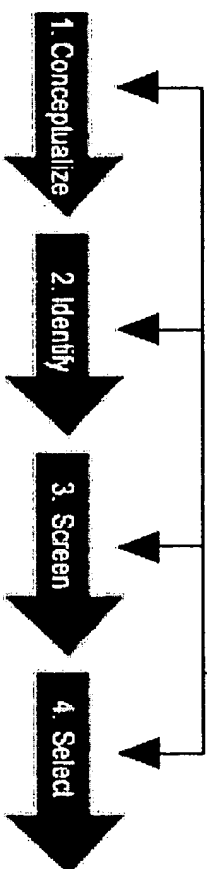
## Greenfield Project Process Flow Guide

The Concept Phase of Greenfield Project Development Conceptualizes the Developer's Business Goals, Identifies Deal Flow, Screens Opportunities to Align Deal Flow with Business Goals and Selects Projects for the Feasibility Phase of Review



## Concept Phase



Click on the Arrows for Best Practices Handbooks to conceive and plan for a Project in its Earliest Phase





Task Assignment Checklist	
<ul style="list-style-type: none"><li>• Project Structuring</li><li>• Finance</li><li>• Insurance</li><li>• Procurement</li></ul>	<ul style="list-style-type: none"><li>• Execute PFA – 10/31/00</li><li>• Permits / Approvals – 3/31/01</li><li>• Financial Closing – 5/30/01</li><li>• Notice to Proceed – 6/05/01</li></ul>
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<ul style="list-style-type: none"><li>• Non-Resource Detail RFP Response Received</li><li>• Engineering / Design RFP Out</li></ul>	<ul style="list-style-type: none"><li>• 31 August 2000</li></ul>
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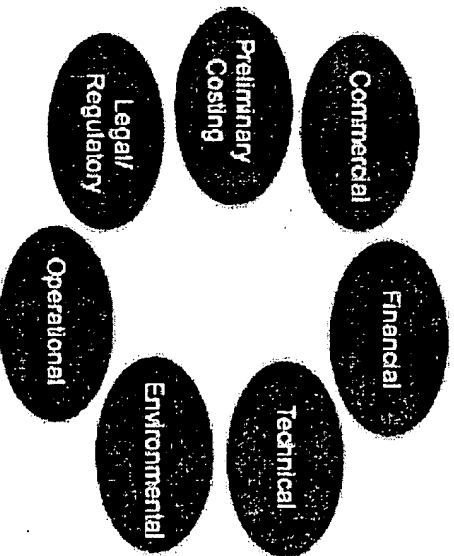
The Feasibility Phase Focuses on the Myriad Evaluations Necessary Reach a Management Decision to Commit Appropriate Resources to Ensure Successful Project Structuring





Click on the Categories for Best Practices Handbooks to Evaluate a Project to Determine its Merits and Feasibility

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Fig. 18D

- Continue to Develop Project
- Reject Project
- Re-Evaluate Project



Definitive  
Planning


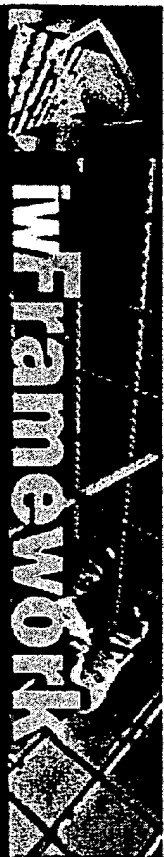
Task Assignment Checklist	Project Milestones
<ul style="list-style-type: none"> <li>• Project Structuring</li> <li>• Finance</li> <li>• Insurance</li> <li>• Procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Execute P&amp;A – 10/31/00</li> <li>• Permits / Approvals – 3/31/01</li> <li>• Financial Closing – 5/30/01</li> <li>• Notice to Proceed – 6/05/01</li> </ul>
Activities Under Way	Last Updated
<ul style="list-style-type: none"> <li>• Non-Recourse Debt RFP Response Received</li> <li>• Engineering / Design RFP Out</li> </ul>	<ul style="list-style-type: none"> <li>• 31 August 2000</li> </ul>

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Fig. 18.E



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**Definitive  
Planning**

In the Definitive Project Planning Phase, Developers Transition from Feasibility Studies to Test Conclusions with Market Negotiations, Conceptual Engineerings and Selection of Advisors, Engineers, Financiers and Constructors, Etc..

Click on any button in the future to review Drop Down Menus with pointers to sample Contracts, Planning, Resources and Negotiation Best Practices Guides.


Conceptual  
Engineering

Advanced  
Design

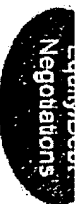
Preliminary  
Approvals

Advisory  
Bids

Financial  
Modeling



Click on the Categories for Best Practices Handbooks to Review Suggested Steps in the Structuring Process



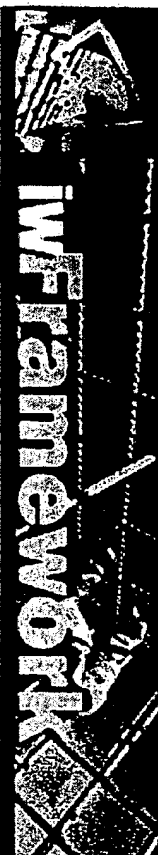
- Continue to Structuring
- Reject Project
- Re-Evaluate Project



Project  
Structuring

Task Assignment Checklist	Project Milestones
<ul style="list-style-type: none"><li>• Project Structuring</li><li>• Finance</li><li>• Insurance</li><li>• Procurement</li></ul>	<ul style="list-style-type: none"><li>• Execute PPA - 10/31/00</li><li>• Permits / Approvals - 3/31/01</li><li>• Financial Closing - 5/30/01</li><li>• Notice to Proceed - 5/05/01</li></ul>
Activities Under Way	Last Updated
<ul style="list-style-type: none"><li>• Non-Recourse Debt RFP Response Received</li><li>• Engineering / Design RFP Out</li></ul>	<ul style="list-style-type: none"><li>• 31 August 2000</li></ul>

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**Project Release Takes Place As and When All Formal Approvals, Permits, Assigns and Financing Have Been Obtained**



**Project  
Release**



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Click on the Categories for Best Practices Handbooks to Review Closing Checklist and Project Release Guidelines

**Financial**

**Conditions  
Precedent**

**Legal/  
Regulatory**

**Technical**

**Environmental**

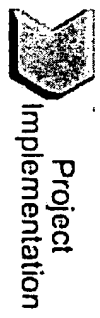
**Operational**

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Fig. 18H

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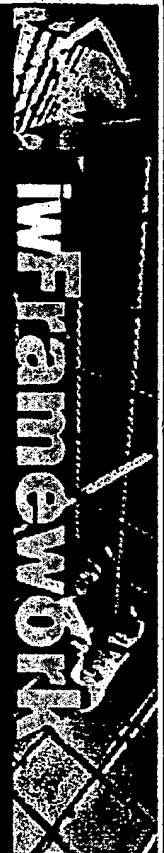


- Project Release Authorized
- Reject Project
- Re-Evaluate Project

Task Assignment Checklist	
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Activities Under Way	
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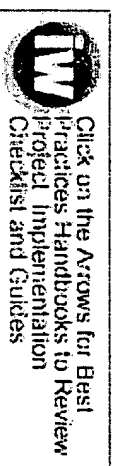
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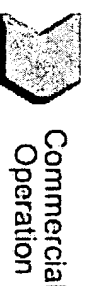
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## Greenfield Project Process Flow Guide

With All Conditions Precedent Met, Debt Funding Occurs and Gives Rise to Mobilization, Final Engineering, Procurement Release and Start of Construction to Culminate In Testing and Start-Up



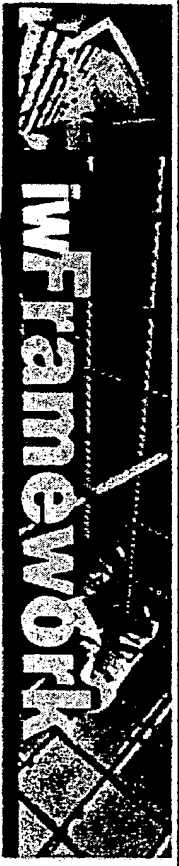
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Activities Under Way	
<ul style="list-style-type: none"> <li>• Non-Resource Debt RFP Response Received</li> <li>• Engineering / Design RFP Out</li> </ul>	
Project Milestones	
<ul style="list-style-type: none"> <li>• Execute PPA – 10/31/00</li> <li>• Permits / Approvals – 3/31/01</li> <li>• Financial Closing – 5/20/01</li> <li>• Notice to Proceed – 8/05/01</li> </ul>	
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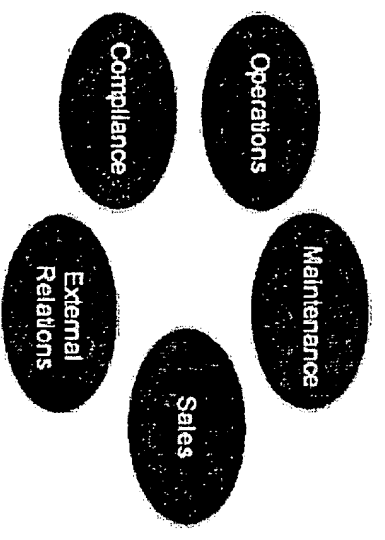
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Once the Owner Takes Over from the Contractor(s), The Challenge of Successful operation and Maintenance of the project Company Begins



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- Insurance
- Procurement

**Activities Under Way**

- Non-Recourse Debt RFP Response Received
- Engineering / Design RFP Out

**Project Milestones**

- Execute PPA – 10/31/00
- Permits / Approvals – 3/31/01
- Financial Closing – 5/30/01
- Notice to Proceed – 6/05/01

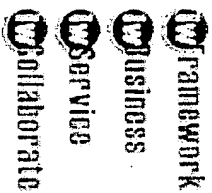
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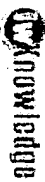
Fig. 18 M





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## Electric Power

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<u>&amp; Central America and Caribbean</u>	<u>South Asia</u>	<u>Worldwide</u>					



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• Sector Overviews

• Standards, Organization & Testing

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+ Telecom & Information Technology

+ Transportation

+ Water

+ Engineering, Procurement & Construction

+ Equipment Suppliers

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+ Conferences

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+ Finance

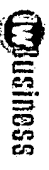
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+ Law

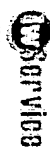
+ News

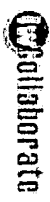
+ Service Sector

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6. Admin Nacional de Usinas y Transmisiones Elec (UTE)

- 5. Adams Electric Cooperative**

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- 1. 1st Rochdale Cooperative Group**

1st Rochdale Cooperative NYC is a consumer-owned, not-for-profit energy and telecommunications cooperative. We are rooted in th...

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ABB in the United States, part of ABB Group, the global technology company, is a company finding new ways to improve industrial ...

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### 3. ACTEW Corporation

**ACTEW Corporation supplies essential energy, water and wastewater services to the Australian Capital Territory, Australia.**

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- #### 4. Ada Public Utilities

Because the city has its own municipal utilities, it is able to maintain electrical usage rate among the lowest in the State of ....

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Fig 19C

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10. [AES](#)

[The AES Corporation, founded in 1981, is the world's largest global power company. The Company is dedicated to supplying safe, c...](#)

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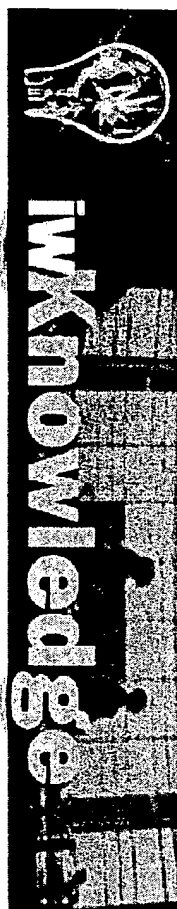
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1. **ABB**

ABB is a global \$30-billion engineering and technology company serving customers in electrical power generation, transmission an...

[properties](#)2. **ABENGOA S.A.**

ABENGOA ABENGOA is a solid industrial group with highly specialised companies evolving from the integral services market. Their...

[Courtesy: HomePage | properties](#)3. **Acciona, S.A.**

For years ACCIONA's policy has been aimed at participating in new strategic business areas to become one of the top European ind...

[properties](#)4. **Acres International Limited**

Acres International is a leading international consulting engineering, planning and management company of engineers, scientists...

[properties](#)5. **ACS, Actividades de Construcción y Servicios, S.A.**

Turning the rains on the plains of Spain into electricity has provided the current for growth at ACS Actividades de Construcción...

[properties](#)6. **AD Group**

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**Fig. 19E**

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- The AD Group is one of the leading general contractors of Turkey, having expertise in all phases of the EPC industry, speciali
7. Adolf Lupp GmbH + Co. KG, Nidda, Germany  
. This company is working in road construction, carrying out underground works for public employers and implementing cable trenc...
8. AEC Engineering  
aec engineering, engineering, inspecting, engineers, inspectors, engineer, inspect, coatings, coating, tanks, stacks, bins, silo...
9. AGRA  
AGRA Inc. is one of North America's largest international engineering, construction, environmental & technology companies. On Ap...
10. AHMAD NASSIR ALBINALI & SONS CO  
Firm specializes in industrial, civil and telecommunications.
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1. [Aalborg Boilers A/S](#)

Aalborg Boilers Aalborg Boilers is an energy engineering and boiler production company specialised in development, design, manu...

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2. [Aalborg Industries, Inc.](#)  
 Supplier of marine boiler systems, thermal fluid heaters, economisers, heat exchangers and inert gas systems. Industrial oil/gas...

[properties](#)

3. [ABB Alstom Power](#)  
 ABB ALSTOM POWER - Homepage A World Leader in Power Generation. A new force in Energy providing our customers with comprehensive...

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4. [ABB Automation](#)  
 ABB serves customers in power transmission and power distribution; automation; oil, gas and petrochemicals; building technology...

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5. [ABB Turbinen Nürnberg GmbH](#)

ABB Turbinen ABB Turbinen Nrnberg are suppliers of the state-of-the-art environment-friendly power plant technology and compone...

6. [ABB Turbo Systems](#)

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- ABB Automation provides control, measurement and analytical products and solutions for process and manufacturing industries.,

- properties

- ## properties

- Advanced Alternatives Energy Corp  
AAEC is dedicated to empowering humanity, to maintain its environmental sustainability, through global networking on the Internet...

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- Advanced Hydropower Turbine Systems**  
The objectives of the DOE Advanced Hydropower Turbine System (AHTS) Program are to design, develop, build, and test one or more ...

- Courtesy: HomePage | [properties.mcgill.ca](http://properties.mcgill.ca)

- Ahlstrom is a privately owned global paper, packaging and technology group. Its net sales totaled EUR 2,164 million in 1999 and ...

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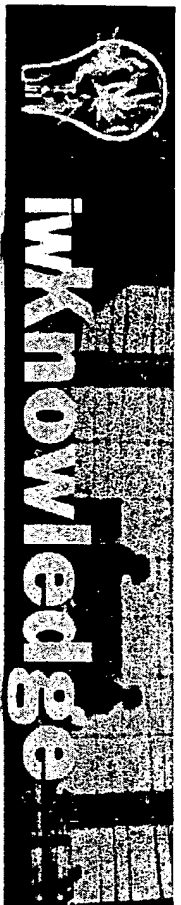
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Fig. 19H



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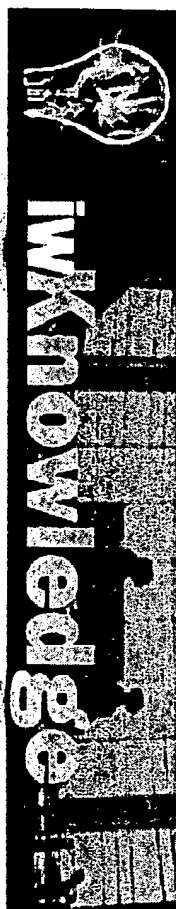
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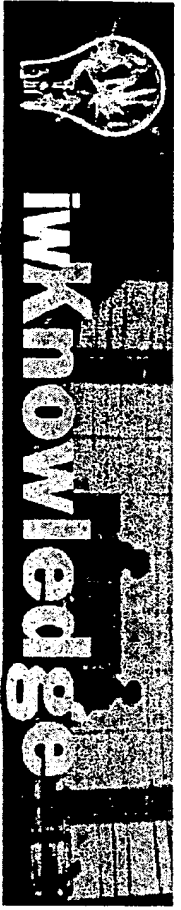
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1. A defence of the expectations theory as a model of us long-term interest rates. January 2000

A DEFENCE OF THE EXPECTATIONS THEORY AS A MODEL OF US LONG-TERM INTEREST RATES Working Papers Working paper No. 85 A DEFENCE OF...

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2. A multi-country comparison of the linkages between inflation and exchange rate competitiveness. August 1997

A MULTI-COUNTRY COMPARISON OF THE LINKAGES BETWEEN INFLATION AND EXCHANGE RATE COMPETITIVENESS Working Papers Working paper No....

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3. A new capital adequacy framework. (E). June 1999

A NEW CAPITAL ADEQUACY FRAMEWORK Basel Committee on Banking Supervision A NEW CAPITAL ADEQUACY FRAMEWORK Executive Summary 1....

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4. A New Capital Adequacy Framework: Pillar 3 - Market Discipline,

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6. A note on the Gordon growth model with nonstationary dividend growth. August 1999

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A NOTE ON THE GORDON GROWTH MODEL WITH NONSTATIONARY DIVIDEND GROWTH Working Papers Working paper No. 75 A NOTE ON THE GORDON G...

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A Review of Financial Market Events in Autumn 1998 Committee on the Global Financial System A Review of Financial Market Events...

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9. [A.M. Best Rating Definitions](#)  
A.M. Best Co., established in 1899, is America's oldest and most widely recognized insurance rating and information source.,

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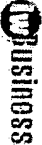
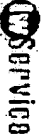

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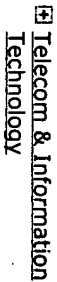
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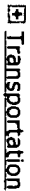
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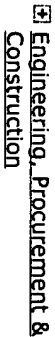
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The most powerful Currency Converter on the Internet. Easy conversion among 164 currencies. Also available in German and French....

2. [1Point Commerce - Global ECommerce Solution](#)  
1Point Commerce's mission is to proactively support our business members, companies and traders, helping them to Compete Locally...

3. [A and G International Cargo](#)  
FREIGHT FORWARDER AIR AND SEA, From Hong Kong and China to anywhere in the world. TRANSAITRAIRE HONG KONGAIS, TRANSPORTS MARITIME...

4. [ACE\(Asias first Online marketplace for buying and selling international telecoms capacity\)](#)  
The Asia Capacity Exchange (ACE) is the first Asian-based online marketplace for trading telecommunications capacity.

5. [ACN Energy](#)  
ACN Energy is offering electric power and natural gas services to residential and small business customers as well as to commerc...

6. [Agencias Navieras B&R](#)



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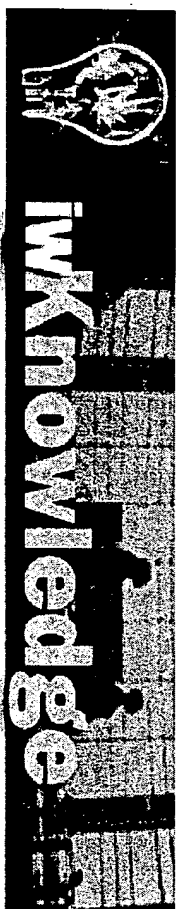
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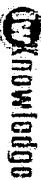
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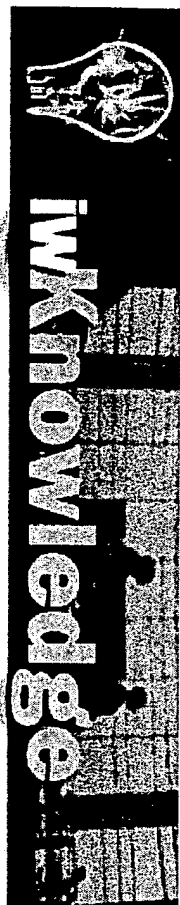
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About Manweb Manweb is a Scottish power company. The Manweb area covers 12,200 square kilometres in Merseyside.

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